

Designing Career Exploration Tools for Full-Time MBA Students

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UCLA Anderson
School of Management



Intro & Roadmap

What We'll Cover:

- ▶ Project Overview (including target users and project objectives)
- ▶ Project Development Experiences
- ▶ Evaluation of Project Effectiveness
- ▶ Learning Outcomes
- ▶ Questions



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About the Project

Workplace Deliverable

14 career exploration and preparation resources in the form of industry segmented, downloadable e-books, housed on an internal web portal.

For the following industries:

- Consulting
- Corporate Finance
- Energy
- Entertainment
- Healthcare
- HR/HCC
- Investment Banking
- Investment Management
- Marketing
- Operations
- Real Estate
- Retail
- Sports
- Tech

The screenshot displays a web interface for 'INDUSTRY BROWSING > CONSULTING & INTERNAL STRATEGY (1 of 2)'. It features two main sections: 'Consulting' and 'Energy'. The 'Consulting' section includes a definition: 'Consulting is the practice of helping companies improve their performance through analysis of business practices, identification of challenges and opportunities, and the development and/or the implementation of future plans.' The 'Energy' section includes a definition: 'The energy sector encompasses many roles in a variety of different companies. Examples include project management in a utility, finance in an oil and gas company, or marketing in a cleantech startup. Successful job candidates understand the current landscape and how changes in policy, business and technology are transforming the ways our society uses different types of energy.'

Below the 'Energy' section, there is a 'KEY INDUSTRY AREAS' box listing various companies and sectors. To the right, there is a 'WIDE VARIETY OF DISCIPLINES' section listing roles like General Management Rotation Program, Business Strategy or Business Development, Business Operations and Supply Chain, Project Development and Management, Sales and Marketing, Finance, and Product Management and Product Marketing.

At the bottom of the page, there is a footer with the UCLA Anderson School of Management logo, the Parker Career Management Center name, and a 'PRIMARY CONTENTS' button.

INDUSTRY BROWSING > CONSULTING & INTERNAL STRATEGY (1 of 2)

Consulting

▶ Consulting is the practice of helping companies improve their performance through analysis of business practices, identification of challenges and opportunities, and the development and/or the implementation of future plans.

Energy

▶ The energy sector encompasses many roles in a variety of different companies. Examples include project management in a utility, finance in an oil and gas company, or marketing in a cleantech startup. Successful job candidates understand the current landscape and how changes in policy, business and technology are transforming the ways our society uses different types of energy.

KEY INDUSTRY AREAS

Here is a sample of companies employing UCLA Anderson students by industry area:

- Utilities: Southern California Edison, PG&E, Semptra Energy, Edison International
- Oil & Gas: Chevron, OXY, Clean Energy Fuels
- Technology: Bloom Energy, Silver Spring Networks, EnerNOC, Byton
- Project Development: First Solar, SunPower, SunEdison, SolarReserve, Brightsource Energy, EDP Renewables, SolarCity, Sungevity, NRG Energy, Cypress Creek Renewables
- Private Equity/VC: US Renewables, Angeleno Group
- Investment Banking: UBS Power & Utilities, Citi Power Group, Goldman Sachs Energy Group
- Startups: eVgo, Tesla Motors, Coronal Management

WIDE VARIETY OF DISCIPLINES

MBA's who pursue careers in energy take on a variety of roles:

- **General Management Rotation Program:** The rotation program places MBA's into a variety of 3-6 month assignments, typically for two years in preparation for high-profile management roles. These programs are very competitive and can be found in large companies.
- **Business Strategy or Business Development:** This role focuses on developing strategies, evaluating existing operations, sources of growth, the impact of new technology and analyzing the competitive landscape.
- **Business Operations and Supply Chain:** This is a cross-functional role that spans operations, supply chain, finance and project management. It involves leading projects and programs to create operational efficiencies.
- **Project Development and Management:** This role entails identifying potential acquisitions and strategic partnering opportunities, evaluating project viability, negotiating land agreements and permitting sites.
- **Sales and Marketing:** This role includes defining target markets, preparing marketing plans, consultative selling and account management.
- **Finance:** This role can be in corporate finance at larger companies and utilities or project finance at developers and installers. Typical duties include financial modeling, budgeting, planning and research.
- **Product Management and Product Marketing:** These roles in energy technology companies and in large downstream companies are also a popular choice for MBA's. Please refer to technology section for detailed descriptions.

UCLA Anderson School of Management PARKER CAREER MANAGEMENT CENTER PRIMARY CONTENTS

About the Workplace Deliverable

Project Commissioners



Emily Cruse
Associate Director,
MBA Career Education



Regina Regazzi
Assistant Dean & Director

About the Workplace Deliverable

Target Users

700 + current full-time MBA students
360+ student intends



Parker's internal staff and career advising team



About the Workplace Deliverable

Project Objectives

- ▶ Create tools that allow students to begin the process of career explorations before they arrive to campus at throughout the course of their MBAs
- ▶ Ensure consistency of information, content inclusions, and visuals across all tools
- ▶ Allow these tools to be conveniently accessed and navigated remotely
- ▶ Respond to a communicated need and contribute to the overall strong satisfaction rating of Parker's career development services

What Happened

Applicable Studies

- ▶ Project Management
- ▶ Principles of Visual Communications
- ▶ Visualizing Data and Information
- ▶ Technical Editing
- ▶ Web User Experience



What Happened

Project Planning & Stakeholder Identification

Brainstormed Project Ideas
Evaluated past department metrics



Survey Name	Status	Questions	Responses
2018 Parker CMC Summer Quarter Survey *	ACTIVE	10	97
2017 Parker CMC Summer Quarter Survey	ACTIVE		
Informational Interview Critique (Student)	ACTIVE		
Career Deliverable: Watch the WAMO Survey...	ACTIVE	7	326
Career Deliverable: Watch the WAMO Videos...	ACTIVE	7	418
2016 Parker CMC Series & ACT Group Survey	ACTIVE	62	222
Career Deliverable: Watch the WAMO Videos...	ACTIVE	7	399

Common Themes:

- ▶ Students wanted more opportunities for career exploration prior to arriving on campus
- ▶ Convenient, centralized access to sample application materials, networking resources, and more

What Happened

Considering Organizational Structure



Balanced Matrix Orgs:

- ▶ Power is shared between the project manager and functional manager
- ▶ Clear and consistent communication is key

What Happened

Structuring Project & Tracking Goals

Parker eBooks/Portal WBS ☆

File Edit View Insert Format Data Tools Add-ons Help All changes saved in Drive

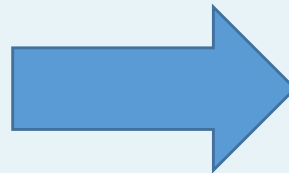
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	A	B	C	D	E	F
1	Industry	Status	Assigned To	Next Steps	Critical Dependencies	Notes
2	Consulting	Complete	CW	Posted to CCLE	CW, JD, PG	Posted + PG Sign Off
3	Energy	Complete	DH	Posted to CCLE	DH, JD, PG	Posted + PG Sign Off
4	Finance	Complete	RR	ok. without PG approval	RR, JD, PG	Posted + PG Sign Off
5	Investment Banking	Complete	RR	ok. without PG approval	RR, JD, PG	Posted + PG Sign Off
6	Investment Management	Complete	RR	ok. without PG approval	RR, JD, PG	Posted + PG Sign Off
7	Corporate Finance	Complete	EC	Posted to CCLE	EC, RR, JD, PG	Posted + PG Sign Off
8	Private Wealth Management	Complete	RR	ok. without PG approval	RR, JD, PG	Posted + PG Sign Off
9	Healthcare	Complete	PH	Posted to CCLE	PH, JD, PG	Posted + PG Sign Off
10	HR and Human Capital	Complete	CW	Posted to CCLE	CW, JD, PG	Posted + PG Sign Off
11	Internal Strategy	Complete	CW	Posted to CCLE	CW, JD, PG	Posted + PG Sign Off
12	Operations	Complete	JS	Posted to CCLE	JS, JD, PG	Posted + PG Sign Off
13	Marketing	Complete	JS	Posted to CCLE	JS, JD, PG	Posted + PG Sign Off
14	Media/Entertainment/Gaming	Complete	LY	Posted to CCLE	LY, JD, PG	Posted + PG Sign Off
15	Non-Profit & Social Impact	Complete	EC	Posted to CCLE	EC, JD, PG	Posted + PG Sign Off
16	Real Estate	Complete	DH	Posted to CCLE	DH, JD, PG	Posted + PG Sign Off
17	Retail	Complete	JS	Posted to CCLE	JS, JD, PG	Posted + PG Sign Off
18	Sports	Complete	JS	Posted to CCLE	JS, JD, PG	Posted + PG Sign Off
19	Tech	Complete	PH	Team Feedback - update employment report data PH	PH, JD, PG	Posted + Confirming

What Happened

Problem Solving & Crisis Management

1. Managing Stakeholder Accountability
2. Regina's Sabbatical
3. Change Management



What Happened

Closing & Evaluating Project

- ▶ All 14 eBooks were completed and reviewed by internal staff
- ▶ Were released to the current student population in December 2018
- ▶ Will obtain official metrics on their effectiveness in August 2019 from the Class of 2021 admits



A HAPPY ENDING

Evaluating Effectiveness

Recap of Project Goals

- ▶ Create tools that allow students to begin the process of career explorations before they arrive to campus at throughout the course of their MBAs
- ▶ Ensure consistency of information, content inclusions, and visuals across all tools
- ▶ Allow these tools to be conveniently accessed and navigated remotely
- ▶ Respond to a communicated need and contribute to the overall strong satisfaction rating of Parker's career development services

*Let's
Recap!*

Evaluating Effectiveness

Recap of Project Goals

- ▶ Create tools that allow students to begin the process of career explorations before they arrive to campus at throughout the course of their MBAs
 - ▶ Deliverables were completed in December 2018 and will be released to the incoming Class of 2021 this summer, prior to their arrival on campus. Students will be assigned career exploration activities which involve the eBooks.
- ▶ Ensure consistency of information, content inclusions, and visuals across all tools
 - ▶ All eBooks were designed to adhere to the same standards of content and visual consistency. All documents include same categories of resource inclusions in the same order, and stylistically, the use of color, proportion, and typography is presented in the same way across documents.

Evaluating Effectiveness

Recap of Project Goals

- ▶ Allow these tools to be conveniently accessed and navigated remotely
 - ▶ All eBooks are centrally located on an internal web portal and can be accessed and downloaded remotely
- ▶ Respond to a communicated need and contribute to the overall strong satisfaction rating of Parker's career development services
 - ▶ Deliverables were designed in direct response to student need (as communicated in historical performance metrics). Although we won't obtain official feedback until August 2019, we have received positive, informal feedback from target users

Learning Outcomes

Leveraging Learning for My Future

- ▶ Can approach tasks as a more skillful project manager
- ▶ More confident in visual communications capabilities
- ▶ Improved technical editing proficiency
- ▶ Better interpersonal communications and cross-functional collaboration aptitudes
- ▶ Navigate challenges with more grit and resiliency



Learning Outcomes

Reconnecting with Intrinsic Motivations

- ▶ Allowed me to reconnect with my motivations for pursuing career as a communications professional
- ▶ Presented me with opportunity to take on exciting new tasks, pursue my interests, and reconnect with my intrinsic motivations
- ▶ Enabled me to use my creative aptitudes to make an impact on my organization and the student population we serve



Thank You!

Any Questions?

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